

Our Strategic Plan



NAVY MEDICINE

Our Mission:

As the Medical Department of the United States Navy, we:

- Support the combat readiness of the uniformed services
- Promote, protect and maintain the health of all those entrusted to our care, anytime, anywhere

Our Vision:

Superior readiness through excellence in health services.

Our Guiding Principles

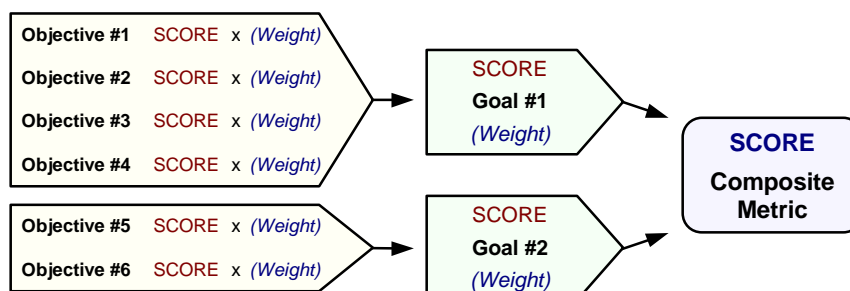
We believe:

- The Navy's Core Values are the bedrock of Navy Medicine.
- Health is a state of physical, mental, spiritual and social well being, not simply the absence of disease.
- Our people are our most important resource and their dignity, worth and cultural diversity are invaluable assets.
- Quality health care must be provided in an atmosphere of service, professionalism, compassion, teamwork, trust, and respect.
- Our success will be judged by our customers.
- Meeting the unique needs of the Navy and Marine Corps is vital to our success.
- Continuous improvement must permeate all aspects of our enterprise.
- Working jointly with other active and reserve medical personnel will achieve more effective results
- Navy Medicine must be run effectively and responsibly based on sound business practices.
- Education and research are the foundation of our future.



Composite Metrics

- Will combine data elements to give a simplified functional overview of progressive system improvement. The component data already exist - no new data will be requested. We expect the system will become better aligned with composite metrics. Individual command metrics should continue to reflect the command's mission - don't have to mirror all system composite metrics.
- Data integrity is the critical leadership issue in ensuring accurate measurements.



Force Health Protection

As outlined in the DOD Medical Readiness Strategic Plan (MRSP), the military medical departments exist to support their combat forces in war; and in peacetime, to maintain and sustain the well being of the fighting forces in preparation for war. The medical departments must be prepared to respond effectively and rapidly to the entire spectrum of potential military operations - from major regional contingencies to Military Operations Other Than War (MOOTW)

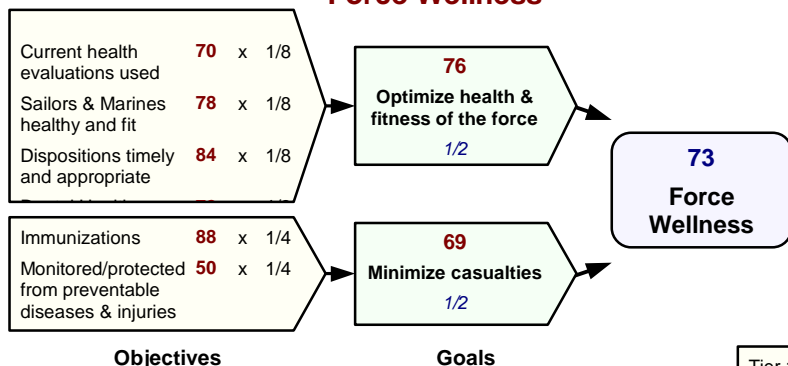
Readiness to support wartime/contingency operations will require us to successfully accomplish several missions simultaneously. We must be able to identify the medical threat; develop medical organizations and systems to support potential combat scenarios; train medical units and personnel for their wartime roles. We must train non medical personnel in medical subjects; conduct medical research to discover new techniques and materiel to conserve fighting strength; and provide both preventive and restorative health care to the military force.

Force Health Protection is a strategy that maintains readiness by promoting a system of comprehensive quality health services that ensures our people are fit and healthy; that they are protected from hazards during deployment; and that when illness or injury intervenes, they are afforded state of the art casualty care.

Goals	Objectives
Optimize the health and fitness of the total force	<ul style="list-style-type: none"> Military personnel have current health evaluations used to improve their health Sailors and marines are healthy and fit Medical dispositions are timely and appropriate Sailors and Marines have dental health R&D focused on enhancing readiness through research, development, testing and evaluation of products to enhance the health, safety, and performance of the force
Minimize casualties through effective prevention and surveillance	<ul style="list-style-type: none"> Military personnel have required immunizations that are properly documented Personnel monitored and protected from preventable/predictable disease and injury R&D is focused on drugs, vaccines, etc., and surveillance/evaluation of occupational and environmental risks to prevent or minimize casualties
Maximize readiness to deliver effective casualty care anywhere, every time	<ul style="list-style-type: none"> Tier one deployable platforms are ready Active and Reserve medical department personnel are administratively ready for their contingency roles Active and Reserve medical department personnel are trained for contingency roles R&D is focused on improving casualty care as indicated by efforts to deliver products which improve the effectiveness of first responders and to improve the effectiveness of delayed therapy to enhance long-term survival

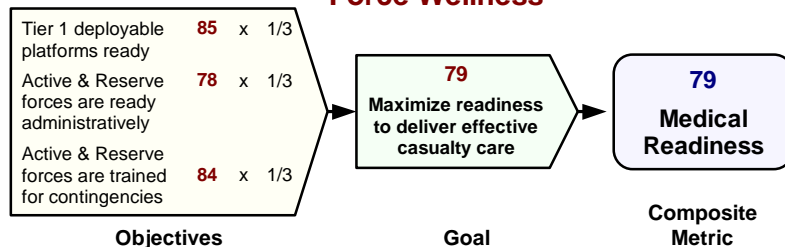
COMPOSITE METRIC #1

Force Health Protection Force Wellness



COMPOSITE METRIC #2

Force Health Protection Force Wellness



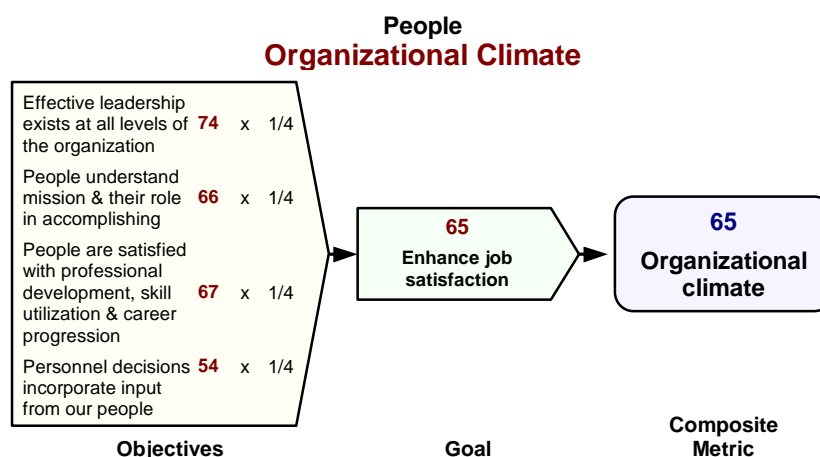
Note: R&D objectives under development

People

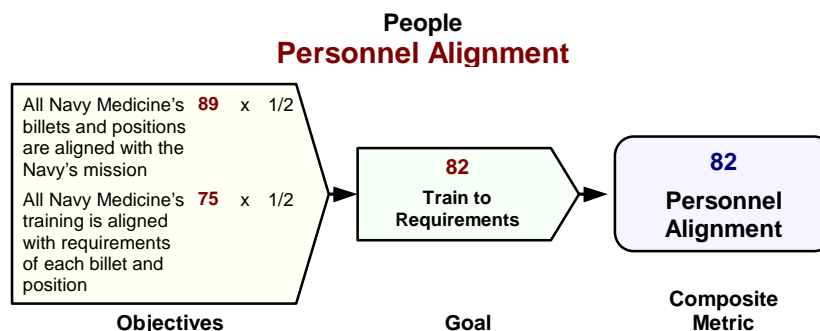
People are critical to accomplishing Navy Medicine's mission. Their professional needs must be satisfied for Navy Medicine to be aligned and competitive. Their work environment must be challenging and supportive, providing clear objectives and valuing the contributions of all. Their commitment must be reinforced by effective communication, teamwork, respect, and outstanding leadership.

Goals	Objectives
Enhance Job Satisfaction: Job satisfaction is an essential element in recruiting, retention and development of a professional, career oriented Medical Department.	<ul style="list-style-type: none"> Effective leadership exists at all levels of the organization. An environment exists where Navy Medicine's personnel understand the mission and their role in accomplishing it. Navy Medicine's personnel are satisfied with professional development, skill utilization and career progression. Personnel management decisions incorporate input from those involved
Train to Requirements: Navy Medicine aligns and trains its military, civilian and contract partners to support the Navy's mission	<ul style="list-style-type: none"> All Navy Medicine billets and positions are aligned with the Navy's mission. All Navy Medicine training is aligned to support the requirements of each billet and position

COMPOSITE METRIC #3



COMPOSITE METRIC #4



The Health Benefit

The complementary partner to Navy Medicine's readiness mission is the health benefit mission. As we approach the 21st Century, fundamental changes continue to occur in the way health services are organized, delivered, and paid for, in both civilian and military sectors. Today, all health plans and providers are competing on the traditional bases of access, quality and cost. An intrinsic element that distinguishes the truly outstanding programs from the rest is the level of health outcomes the system achieves for its beneficiaries. Thus, just as health and fitness are critical barometers of the readiness of our Navy-Marine Corps forces, so too is the health and fitness of our extended military family. This family includes the spouses and children of our active members, and our retirees, their family members or survivors – their health is a critical barometer of the performance of our health system.

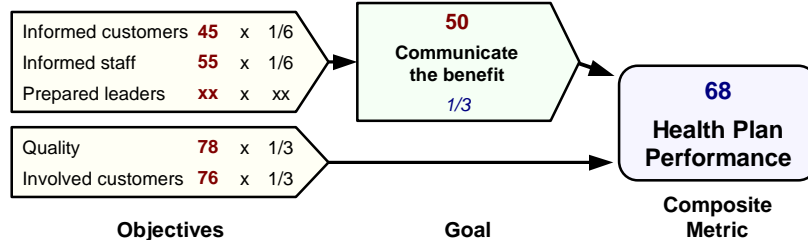
The TRICARE Prime Program enables us to focus on managing the health of a defined population of enrollees and, to the degree possible, to provide preventive services rather than simply intervene when disease or injury occurs. Assignment of our TRICARE Prime enrollees to Primary Care Managers, through whom access is guaranteed within specific time and distance standards, fosters continuity of care while eliminating the uncertainty of space available care with an unknown provider. Our patients now have a choice. If Navy Medicine is to be the provider "of choice" for our military family, our performance in achieving high quality outcomes in health status, access, customer satisfaction, and low cost must be superior. It is within this framework that the Health Benefit Goals and Objectives have been created.

Health is a precious asset. Our responsibility is to enhance and maintain the health of our beneficiaries. Prevention is so much better than intervention, early diagnosis superior to late recognition of a curable disorder no matter how good the treatment. We must consider the wellness of our population to be the most important asset we have – one that is free but easily squandered, never to be recovered.

Goals	Objectives
Communicate the benefit and educate our customers	<ul style="list-style-type: none"> • Informed customers: beneficiaries will be knowledgeable about and confident in their comprehensive health benefits. • Informed staff: Navy Medical Department staff will be knowledgeable emissaries for TRICARE and other DOD health services. • Prepared leadership: medical leadership will communicate information about current issues to their beneficiaries, staff and line organizations. • Informed leaders: military and civilian leadership will be knowledgeable about the health benefit and the readiness mission of the Navy Medical Department.
Provide quality preventive and restorative services	<ul style="list-style-type: none"> • Quality: beneficiaries will receive the highest quality health services. • Health focus: beneficiaries will receive services that are focused on improving health and avoiding illness. • Access: beneficiaries will have timely access to services, assistance, and information.
Identify and implement clinical business strategies	<ul style="list-style-type: none"> • Utilization management: we will maintain a comprehensive utilization management program. • Risk management: we will maintain a comprehensive risk management program. • System wide practice guidelines: selected clinical practice guidelines will be universally implemented throughout Navy Medical Department facilities. • Local practice guidelines: commanding officers will use standardized criteria to select and use clinical practice guidelines that fill specific local requirements. • Professional network: we will maintain a professional communication system to share experience, information and ideas.

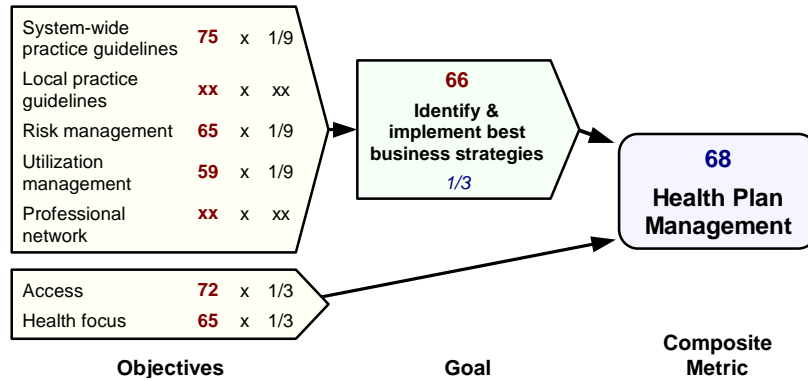
COMPOSITE METRIC #5

The Health Benefit Health Plan Performance



COMPOSITE METRIC #6

The Health Benefit Health Plan Management



Best Business Practices

We in Navy Medicine must carry out our mission as a business, recognizing the readiness, social, personal, professional and economic impacts of our decisions. This goal group demonstrates clearly our commitment to achieving best value in all that we do as we apply our resources, capabilities, skills and technology in striving to attain benchmark status.

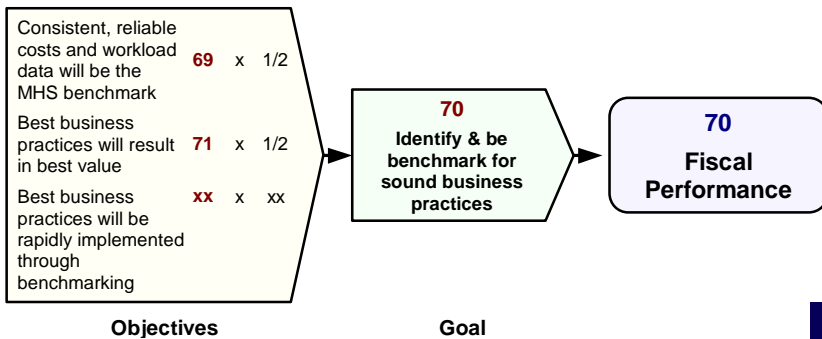
A key to both our near and long-term success is the employment of sound business practices throughout Navy Medicine. The practices should focus on a desired end state, outcome, result or product that allows us to realize our vision of "Superior readiness through excellence in health care services." These practices affect the entire spectrum of our activities - clinical care, forward-deployed medical care, education and training, research and development, finance, logistics, information management, facilities maintenance and administration. It is through this exemplar of Best Business Practices that Navy Medicine fulfills its accountability for stewardship to those entrusted to our care and to the American people.

Goals	Objectives
Identify and be the benchmark for sound business practices	<ul style="list-style-type: none"> Navy Medicine's consistent, complete, relevant, timely and reliable cost and workload data will be the benchmark for the MHS. Best business practices will result in best value, indicated by reduced cost, reduced cycle time, improved quality, increased productivity, and/or return on investment. Best business practices will be rapidly implemented throughout Navy Medicine through the benchmarking process.
Identify, acquire and integrate technologies that have the greatest benefit	<ul style="list-style-type: none"> New technologies will be selected for integration within Navy Medicine through a standard process that evaluates their contribution to readiness, quality, access, interoperability, costs, and customer expectations New technologies selected for integration in Navy Medicine are acquired and delivered according to plan.

Best Practice: A practice that has been shown to produce superior results; selected by a systematic process; judged as exemplary, good, or successfully demonstrated; and adapted to fit a particular organization.

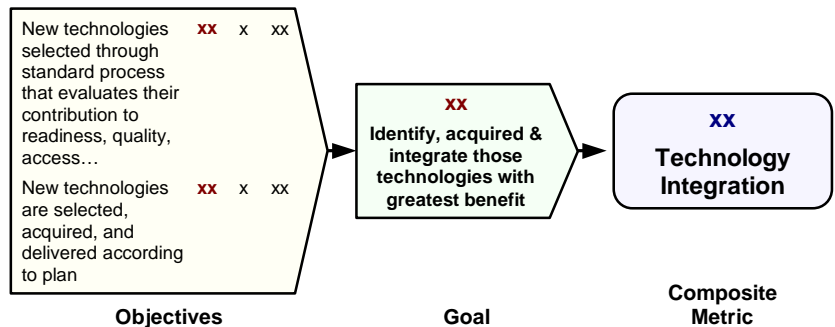
COMPOSITE METRIC #7

Best Business Practices Fiscal Performance



COMPOSITE METRIC #8

Best Business Practices Technology Integration



Data Elements

OBJECTIVES	DATA ELEMENTS	SOURCES *
Force Health Protection		
Optimize the health and fitness of the total force		
Military personnel have current health evaluations used to improve their health	Blood pressure screening/awareness Cholesterol screening with a year Pap smear within a year Prenatal care in 1 st trimester Testicular exam frequency Primary care visit in last year Physical exam in last year Mammogram in last year (>40 y/o) Breast exam in last year (>40 y/o) Prostate exam in last year (>50 y/o)	RTI Survey RTI Survey RTI Survey RTI Survey RTI Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey
Sailors and marines are healthy and fit	% self rate health good or better % feel down/blue rarely or never % rate health same/better than year ago No heavy alcohol consumption No drugs % who don't chew tobacco (age 18-24) % who don't smoke % had immunization in last year Aerobic exercise ≥ 20 minutes/day Not underweight Not overweight Hypertensive treatment (if needed) No history of hypertension No need for depression evaluation % of deployable personnel on LIMDU	DOD Survey DOD Survey DOD Survey RTI Survey RTI Survey DOD Survey DOD Survey DOD Survey RTI Survey RTI Survey RTI Survey RTI Survey RTI Survey RTI Survey RTI Survey
Medical dispositions are timely and appropriate	% meeting TRICARE goal for: urgent care access routine care access minor injury/illness care chronic care % who reported: good or better outcomes good or better quality good or better thoroughness of care % felt provider ability good/better Average LIMDU length	DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey EMF
Sailors and Marines have dental health	% had dental exam in last year % not dental class 3 or 4 % dental wellness % had no tooth loss (any time) Dental sealants for recruits	DOD Survey MED-06 MED-06 RTI Survey <i>Not done now</i>
R&D focused on enhancing readiness through research, development, testing and evaluation of products to enhance the health, safety, and performance of the force	<i>Under development</i>	
Minimize casualties through effective prevention & surveillance		
Military personnel have required immunizations that are properly documented	% had immunization in last year Anthrax immunization follow-up Other immunizations current	DOD Survey N-931/NMIMC <i>Not done now</i>

OBJECTIVES	DATA ELEMENTS	SOURCES *
Personnel monitored and protected from preventable/predictable disease and injury	Hospitalization rate for injuries last year Seat belt use Motorcycle helmet use Bicycle helmet use Condom use by unmarried personnel Taking action to control high BP	DOD Survey RTI Survey RTI Survey RTI Survey RTI Survey RTI Survey
R&D is focused on drugs, vaccines, etc., And surveillance and evaluation of occupational and environmental risks to prevent or minimize casualties	<i>Under development</i>	

Maximize readiness to deliver effective casualty care anywhere, every time

Tier one deployable platforms are ready	Composite metric for readiness of all active and Reserve platforms – Fleet Hospitals, Hospital Ships, CRTSs, Marines, <i>et cetera</i>	JMRR
Active and Reserve medical department personnel are administratively ready for their contingency roles		
Active and Reserve medical department personnel trained for contingency roles		
R&D is focused on improving casualty care as indicated by efforts to deliver products to improve the effectiveness of first responders and to improve the effectiveness of delayed therapy to enhance long-term survival	<i>Under development</i>	

People

Enhance Job Satisfaction: Job satisfaction is an essential element in recruiting, retention and development of a professional, career oriented Medical Department.

Effective leadership exists at all levels of the organization	Supervisors' respect and fair treatment Supervisors' support Quality of supervisory support	OAQ
An environment exists where Navy Medicine's personnel understand the mission and their role in accomplishing it	Command strategy: clearly communicated guide skills/knowledge identification staff willingness to change departmental strategic alignment Process: measure impact of change on staff department head concern for staff regular reviews of work & results process reviewed for contributions	OAQ
Navy Medicine's personnel are satisfied with professional development, skill utilization and career progression	Satisfaction with job Satisfaction with type of work Thoughts of quitting Professional development: Promotion opportunities Equitable ratings Achieving career goals Opportunities for advancement Awards and other recognition Skill utilization: Independent thought allowed Amount of job challenge Training and education opportunities Use of skills, knowledge, & abilities Maintenance of professional skills Career progression stress: Job security	OAQ

OBJECTIVES	DATA ELEMENTS	SOURCES *
	Promotion progress	
Personnel management decisions incorporate input from those involved	Command surveys staff Teamwork rewarded Cooperation of groups in command	OAQ

Train to Requirements: Navy Medicine aligns and trains its military, civilian and contract partners to support the Navy's mission

All Navy Medicine training is aligned to support the requirements of each billet and position	Billet match training & experience Amount of job challenge Training opportunities Education opportunities Maintenance of professional skills	OAQ
All Navy Medicine billets and positions are aligned with the Navy's mission.	Authorized billet fill rates for: Each Corps Each specialty Enlisted and officer Active and Reserve	MED-07 MED-52 ECM

The Health Benefit

Communicate the benefit and educate our customers

Informed customers: beneficiaries will be knowledgeable about and confident in their comprehensive health benefits.	TRICARE knowledge Ease of enrollment Understanding of costs Understanding of appointment process Need for more benefit information Understanding TRICARE triple option	DOD Survey
Informed staff: Navy Medical Department staff will be knowledgeable emissaries for TRICARE and other DOD health services.	TRICARE knowledge TRICARE concept support Team collaboration with contractors Policy communication effectiveness Policy clarity Positive/negative effect of TRICARE	B&D Survey
Prepared leadership: medical leadership will communicate information about current issues to their beneficiaries, staff and line organizations.	TRICARE knowledge Procedure clarity Understanding of costs Understanding of appointment process Need for more benefit information Understanding TRICARE triple option Understanding TRICARE Support for TRICARE concept Team collaboration with contractors Policy communication effectiveness Policy clarity Positive/negative effect of TRICARE	DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey B&D Survey B&D Survey B&D Survey B&D Survey B&D Survey B&D Survey B&D Survey

Provide quality preventive and restorative services

Quality: beneficiaries will receive the highest quality health services.	% feel the following was good or better: Overall health care quality Outcome of health care Thoroughness of exam Ability to diagnose Skill of provider Thoroughness of treatment Wellness advice given by provider Explanation of procedures/tests	DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey
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OBJECTIVES	DATA ELEMENTS	SOURCES *
	Provider attention Provider concern Provider support/reassurance Provider interest in outcome Dental Health Index HEDIS measures: % infants >1500 grams % infants >2500 grams % immunized by age 2 % immunized by age 13 % given smoking cessation advice % immunized against flu (Age 65+) Breast cancer screen in last 2 yrs Cervical cancer screen in last 3 yrs Prenatal care in first trimester	DOD Survey DOD Survey DOD Survey DOD Survey TOPS HEDIS HEDIS HEDIS HEDIS HEDIS HEDIS HEDIS HEDIS HEDIS
Health focus: beneficiaries will receive services that are focused on improving health and avoiding illness.	Annual dental visit Frequency of well child visits Adolescent well care visits % receiving the following in last year: Wellness advice Smoking advice Prenatal visit Physical exam Blood Pressure check Cholesterol check Pap smear Mammogram (age 40+) Breast exam (age 40+) Prostate exam (age 50+) Prostate exam (age 40+)	HEDIS HEDIS HEDIS DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey
Access: beneficiaries will have timely access to services, assistance, and information.	Urgent care within 1 day Routine care within 30 days Minor injury/illness within 3 days Chronic care within 30 days Access to care Access to care in emergency Waiting time in office Wait time to make appointment Information availability by phone Access to hospital Access to specialist Ability to choose provider Ease of seeing provider of choice Ease of making appointment Waiting times at appointment in MTF Prime enrollee appointment wait Prime enrollee satisfaction with access Satisfaction with access to resources	DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey DOD Survey TOPS TOPS TOPS TOPS
Involved customers: beneficiaries will be full partners in all of their health-related decisions	<i>Under development</i>	

Identify and implement clinical business strategies

Utilization management: we will maintain a comprehensive utilization management program.	AD preventable admissions ADFM preventable admissions Preventable admissions/1000 enrollees: COPD	TOPS – EP TOPS – EP TOPS – HPP
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OBJECTIVES	DATA ELEMENTS	SOURCES *
	Bacterial pneumonia Asthma CHF Angina Cellulitis Diabetes Gastroenteritis Kidney/urinary tract infections Injuries	TOPS – HPP TOPS – HPP TOPS – HPP TOPS – HPP TOPS – HPP TOPS – HPP TOPS – HPP TOPS – HPP TOPS – HPP
Risk management: we will maintain a comprehensive risk management program.	Malpractice claims filed/100 physicians Malpractice claims paid/100 physicians	TOPS – MET TOPS - MTF
System wide practice guidelines: selected clinical practice guidelines will be universally implemented throughout Navy Medical Department facilities.	Under development – will be measured as our approach to practice guidelines matures	
Local practice guidelines: commanding officers will use standardized criteria to select and use clinical practice guidelines that fill specific local requirements.	Under development – will be measured as our approach to practice guidelines matures	
Professional network: we will maintain a professional communication system to share experience, information and ideas.	<i>Under development</i>	

Best Business Practices

Identify and be the benchmark for sound business practices

Navy Medicine's consistent, complete, relevant, timely and reliable cost and workload data will be the benchmark for the MHS.	Data integrity will be tested for: Civilian Pay Contractor pay military pay total labor costs work units – actual labor per bed day In the following areas: Inpatient Outpatient Same day surgery Laboratory Pharmacy Radiology Dental procedures Dental laboratory	SMART (and others)
Best business practices will result in best value, indicated by reduced cost, reduced cycle time, improved quality, increased productivity, and/or return on investment.	Force Health Protection Preventable admission rate LIMDU cycle time People Optimal school class throughput Class retention rates Reserve contributory support (dental) The Health Benefit Target v. actual equivalent lives Effectiveness of care C-section rate	TOPS EMF MED-53 MED-53 MED-06 TOPS HEDIS MED-03

OBJECTIVES	DATA ELEMENTS	SOURCES *
	Acquisition Purchase card use Prime Vendor pharmacy expenditure Prime Vendor med-surg expenditure DHP OP equipment obligation rate Region 9 standardization process Real property management Real property management (BMAR) Information Management BUMED web page use	NMLC NMLC NMLC NMLC NMLC MED-03 NMIMC
Best business practices will be rapidly implemented throughout Navy Medicine through the benchmarking process.	<i>Under development</i>	

Identify, acquire and integrate technologies that have the greatest benefit

New technologies will be selected for integration within Navy Medicine through a standard process that evaluates their contribution to readiness, quality, access, interoperability, costs, and customer expectations	<i>Under development</i>	
New technologies selected for integration in Navy Medicine are acquired and delivered according to plan.	<i>Under development</i>	

** Data Sources*

B&D Survey	Birch & Davis staff survey
DOD Survey	DOD Annual Survey
ECM	Enlisted Community Manager
EMF	Enlisted Master File
HEDIS	Health Plan Employer Data and Information Set
JMRR	Joint Monthly Readiness Report
OAQ	Organizational Assessment Questionnaire
RTI Survey	1998 DOD Survey of Health-Related Behaviors Among Military Personnel, March 1999, DTIC ADA 361903
TOPS	TRICARE Operational Performance Statement EP: Employer Perspective HPP: Health Plan Perspective MTF: MTF Perspective